

Compensation & Benefits

REVIEW

Key - J/F:58 [January/February issue, page 58]

Subject Index

Advisory Board

The CBR Advisory Board Comments on Compensation Fads, Custom Pay Plans, and Team PayM/A:67
CBR advisory board members, editors and AMA managers discuss significant new developments in compensation and benefits.

The CBR Advisory Board Comments on: CEO Pay, Global Chaos, and a Possible Retreat from BenefitsM/J:58
CBR advisory board comments on CEO pay, high inflation, currency fluctuations, and whether employers are retreating from benefits.

Benefits

How Owens-Corning Uses Cash-Equivalent Benefits to Tie Compensation to PerformanceM/J:69
In this case study, the author states that when benefits are expressed as cash, employees can't miss their impact on pay.

How Pitney Bowes Broadens Benefit Choices With Value-Added ServicesM/A:60
This case study describes Pitney Bowes' benefits options and how it makes employees responsible for their benefits choices.

Should Variable Pay Count Towards Benefits Calculations?S/O:27
The authors examine rarely considered ramifications of switching to variable pay.

Broadbanding

Broadbanding: A Study of Company Practices in the United KingdomN/D:41
This study illustrates how seven UK companies used broadbanding to achieve strategic goals.

Compensation Strategy

Economic Value—A Better Approach to People ManagementM/J:30
This article introduces ways in which organizations can use economic value to align critical HR management initiatives.

Future Compensation ShockN/D:27
In 2015, pay will be 40% variable and 60% a draw against value created, the author forecasts.

Merit Pay Remains One Step Ahead of InflationN/D:14
This metrics report examines 1997 merit pay projections and trends in variable pay and other alternative pay systems.

The Politics of PayM/A:23
Organizations cannot overlook political dynamics if they want their pay systems to be effective.

Restructuring Compensation Plans for

Annual Index (Volume 28) 1996

Initial Public Offerings and SpinoffsS/O:38
This article highlights issues that have significant impact on management compensation plans in IPOs and spinoffs.

Should You Share Market Pay Data With Line Managers?M/J:37
This article explores the implications of providing competitive pay data directly to line managers.

Competency-Based Pay

Competencies: A Poor Foundation for the New PayN/D:20
[Opinion] The author argues that companies are making a mistake in trying to use competencies as a foundation for person-based pay plans.

Competencies: The Right Foundation for Effective Human Resources ManagementN/D:21
[Response] The authors argue that competencies are "one of the most powerful approaches at our disposal to enhance organizational performance."

Jaguar Cars Drives Toward Competency-Based PayN/D:34
Jaguar Cars is moving toward a reward system that uses a 360-degree review process to award competency-based increases.

Validity and Reliability for Competency-Based Systems: Reducing Litigation RisksJ/A:31
Many businesses have made competency-based HR systems all the rage; however, legal risks exist.

Executive Compensation

CEOs Reap Unprecedented Riches While Employees' Pay StagnatesS/O:20
This metrics report examines CEO compensation packages.

Executive Compensation: Creating a "Legal" ChecklistJ/A:21
The author summarizes key legal considerations in executive compensation.

401(k) Plans

The DOL 401(k) Guidelines: How Employers Can Separate "Information" from AdviceJ/F:66
This article describes how to provide participants with sufficient 401(k) information without becoming liable for investment losses.

The 401(k) Plan and the Retirement Planning Revolution/F:58
The authors discuss how employers can provide and/or facilitate education programs to help employees reap the benefits of 401(k) plans.

Gainsharing

15 Lessons Learned From the Death of a Gainsharing PlanM/A:31
This article reviews the events that led to the aban-

donment of a six-year, Scanlon-type gainsharing plan at a union manufacturing facility.

- New Auto Industry Quality Standards Fuel Interest in GainsharingS/O:57
The author describes how employers can use a gainsharing plan to motivate workers to produce the consistent quality needed to meet ISO 9000 manufacturing standards.

Healthcare

- Baby Boomer Needs Will Spur Growth of Long-Term Care PlansM/A:49
As job security declines, employers are responding to the increasing need for benefits that extend beyond employment and across employers.
- Beyond Rationing: Resolving the Healthcare Dilemma Needs a Coordinated ApproachM/A:55
[Response] Corporate executives don't control the system; therefore, they cannot take major responsibility for solving the healthcare crisis.

- Managed Care Plans Lead to Quality ConcernsM/A:18
This metrics report outlines the concerns benefits managers confront when offering managed care plans to employees.

- Rationing Healthcare:
 A Societal ImperativeM/A:54
[Opinion] The author argues that healthcare rationing is the approach necessary to solving the healthcare cost crisis.

- Reducing Employee Health Expenses With Medical Savings Accounts.....S/O:51
The authors set out to show that MSAs offer employers a lower-cost method for providing health insurance more efficiently.

Human Resources Management

- Are We Saying Good-Bye to HR?S/O:32
[Opinion] The author suggests ways to keep HR relevant, as some critics call for its abolition.

- Alternative Dispute Resolution:
 Why all the Fuss?.....J/A:43
ADR techniques allow companies to manage employee disputes with less disruption, says the author.

- Don't Write Off the HR Function.....S/O:33
[Response] The author argues that, although HR has sometimes functioned poorly, it is still a core business process.

- How Discrimination Laws Affect CompensationJ/A:38
This article guides compensation professionals through federal, state, and local discrimination laws as they pertain to compensation.

Independent Contractors

- Contingent Workers:
 Weighing the Legal Considerations.....J/A:52
This article explains how organizations can minimize the legal risks of managing a mixture of core and contingent workers.
- That's Not an Employee, That's an Independent ContractorJ/A:60
This article reviews the advantages and disadvantages

of contract labor and provides a step-by-step checklist for accurate classification.

Information Exchange Network

[The Network provides a forum for **CBR** subscribers to share their concerns and their expertise.]

- An Invitation to Join [the Information Exchange Network]S/O:25
- Broadbanding, Merit Pay, and Team ParticipationM/J:21
- Shift Transfers and Production Technician PayN/D:18
- Team Size, Pay, Performance, and AwardsM/A:16

Metrics Reports

- 1995 College Graduate Hiring Prognosis:
 A Competitive Job Market with Some Salary GrowthM/J:16
This report focuses on the competitive job market for college undergraduate hiring.

- CEOs Reap Unprecedented Riches While Employees' Pay StagnatesS/O:20
This report examines CEO compensation packages.

- FLSA Compliance and EnforcementJ/A:8
This report describes the functions of the Employment Standards Administration.

- Managed Care Plans Lead to Quality ConcernsM/A:18
This report outlines the concerns benefits managers confront when offering managed care plans.

- Merit Pay Remains One Step Ahead of InflationN/D:14
This report examines 1997 merit pay projections and trends in variable pay.

- The Road to RetirementJ/F:14
This report focuses on how employers are installing savings and investment plans.

Not-for-Profit/Nonprofit

- "If the Shoe Fits"—Not-for-Profits Try Out New Compensation Plans.....M/J:47
This case study details the American Chemical Society's efforts to redesign its HR function and compensation programs.

Pension/Retirement

- New Legislation Will Simplify Rules for Pension PlansN/D:69
Recent tax legislation effective in 1997 stabilizes some moving targets for pension plan administrators.
- Nonqualified Retirement Plans: Managing NQ Plan Risks as Usage GrowsN/D:58
As nonqualified retirement plans become more attractive, employers face the challenge of how to handle the risks.

Performance Management

- Electromation's Aftermath: Weighing the Legal Risks and Rewards of Employee Involvement ProgramsJ/A:14
This article analyzes what the NLRA implies about using employee involvement teams.
- How to Manage Performance and Pay With 360-Degree FeedbackM/J:41

Multisource assessment can work for both performance and pay when participants know the system is fair, the authors maintain.

- Mini Survey: 360-Degree Appraisals
Yield Superior ResultsS/O:16
This article reports the results of a mini survey developed by CBR editors.

Retirement Plans

- As Retirement Plan Loans Mount,
the IRS Spells Out New RulesM/J:27
This article covers the long-awaited IRS proposed regulations governing retirement plan loans.
- Beyond Pensions: How Should Business Define New
Objectives for the Private Retirement System?..J/F:8
This article takes a close look at the private retirement system, what has changed about it and what should be done about it.
- Caught Between Demographics and the Deficit:
How Can Retirement Plans Meet the
Challenges Ahead?J/F:32
Employers need to revamp their retirement plans or face the prospect of aging baby boomers hanging on because they can't afford to retire.
- The Investment Horizon: How Can Employers
Assure Adequate Retiree Benefits in the
Coming Years?J/F:73
Employers can address issues of adequate retiree benefits by educating employees.
- Redefining Retirement for a New Century:
What Employers Can Do About the
Retirement ShortfallJ/F:51

Employers need to provide savings plans and encourage employees to become self-sufficient.

- The Road to RetirementJ/F:14
This metrics report focuses on how employers are installing savings and investment plans.
- The Sleeping Giant Awakens: U.S. Retirement Policy in
the 21st CenturyJ/F:20
Society needs to reevaluate all retirement systems so that the future elder boomers will be prepared for a long retirement.
- What's New in Pensions:
Defined Lump Sum Plans.....J/F:40
Three attributes driving the growth of defined lump sum plans are understandability, flexibility and portability.
- Sales Compensation**
Dead Solid Perfect: Achieving Sales Compensation
AlignmentM/A:41
This article describes ways to link sales incentive pay design with profits to support the company's overall success.

Teams

- High Performance Work Teams: One Firm's
Approach to Team Incentive PayS/O:47
This article describes one company's process for encouraging employees to learn new skills.

Work/Life Benefits

- Four Methods for Proving the Value of
Work/Life InterventionsN/D:50
Here is advice on showing how work/life interventions add value to the organization.

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